

Week 8 is the final workforce planning communication. It emphasizes how much workforce planning requires the commitment and leadership of top management. Senior-level managers must lead the planning process and assure that workforce plans are aligned with the agency's strategic direction. Program managers must take responsibility for leading the workforce planning process in their program areas and offices. They will gain the most immediate benefits of workforce planning because the competencies of their own staffs will become better aligned with strategic goals and directions.

After the first Workforce Planning cycle (and hopefully future cycles too), agency leadership should review the results, time, or other issues that arose from that first iteration, to decide what if any alterations should be made for the next cycle. These may include changes to the whole Workforce Planning process, or, more likely, to individual tools or their processes.

In a presentation titled Developing and Implementing Human Capital Plans in Government, Q.E.D. Consulting outlined situations that create problems during workforce planning and alternatives that provide opportunities for success. The framework for these lessons learned comes from work Q.E.D. has done with private and public sector agencies.

Lessons Learned in Implementing Human Capital Planning Programs	
Created Problems	Provided Opportunities
HR owning/leading the effort	Line managers owning/leading the effort
Applying a fixed process	Applying general principles in a flexible process
Focus on HR policy and programs	Focus on strategic business requirements
Presenting completed analyses with suggested solutions	Sharing interim analysis with joint issue identification and ownership
Focus on numbers	Focus on decisions and direction

Source: Q.E.D. Consulting, "Developing and Implementing Human Capital Plans in Government" (paper presented at the Workforce Assessments and Human Capital Planning conference, Washington, D.C., November 2001.)

In addition to being seamlessly integrated into every aspect of HR, workforce planning must become a way of thinking for managers as well and requires assessment and adjustments throughout the process.

Key Questions:

- What did the agency learn from the workforce planning process?
- What changes need to be made?
- How will the agency implement what was learned?
- What worked best?
- What could have worked better?
- How can we improve the methodology to better assist in successful completion for the next cycle?
- What communications were effective during the development of the plan? What additional or changed communications could have been helpful?
- Which parts of the Workforce Plan do you feel most comfortable about, in terms of its accuracy and the results achieved?
- Which parts do you feel uncomfortable with?
- Where did you derive the greatest value? Least value?
- Any places where the process can be streamlined?

Seek:

- Strategies that worked well in this planning cycle as well as those strategies that did not work as well as intended.
- Key staff that played major roles in those areas.

- Process and structural improvements that enhance the agency's ability to accomplish goals and objectives.

Tips:

- Ensure that workforce-planning efforts are adjusted based on learning and are integrated into the agency strategic plan.
- Review agency performance measurements and adjust to accommodate greater organizational efficiency.

Look toward the future:

In summary, Workforce Planning is a systematic process for aligning an organization's human resources with its business direction. If done well, workforce planning will increase productivity, cut costs, and dramatically decrease critical skill shortages because you'll have the right number of people, with the right skills, in the right places, at the right time. Workforce planning works because it forces everyone to begin looking toward the future, and prevents surprises. It requires managers to plan ahead and to consider all eventualities.

Don't Forget: In addition to these email messages, please visit GSC's website for workplace planning templates and weekly workforce planning communications, in case you missed a week! Our GSC website for Workforce Planning is at: <http://personnel.ky.gov/gsc/workplan.htm> If you are interested in viewing our strategic plan website, visit us at <http://personnel.ky.gov/gsc/strategicplan.htm>

Please feel free to distribute this communication to others in your areas that may also benefit from this service.

Previous email communications:

Week 1: Workforce Planning Overview

<http://personnel.ky.gov/NR/rdonlyres/2026AEB2-C7E7-4FAA-8020-AB35C98AABC7/0/WorkforcePlanningOverview32508.pdf>

Week 2: Strategic Planning Overview (Phase I)

<http://personnel.ky.gov/NR/rdonlyres/2574F2B7-CC27-46F1-BCD0-57C1B4D967D5/0/WeekTwoSettingStrategicDirection.pdf>

Week 3: Workforce Analysis (Phase II – Step 1 and 2: Workforce Demand and Workforce Supply)

<http://personnel.ky.gov/NR/rdonlyres/95D06D63-F998-4EEF-9653-12A4331C9E38/0/WeekThreeConductWorkforceAnalysis.pdf>

Week 4: Workforce Analysis (Phase II – Step 3 – Conduct a Gap Analysis)

<http://personnel.ky.gov/NR/rdonlyres/F172845B-191A-4950-B2FD-51A7CFA8B9B7/0/WeekFourConductGapAnalysis.doc>

Week 5: Workforce Analysis (Phase II – Step 4 – Develop Strategies)

<http://personnel.ky.gov/NR/rdonlyres/37E51BD9-2118-487F-9266-404CFC20E63C/0/WeekFiveDevelopStrategies.pdf>

Week 6: Implementing Strategies (Phase III)

<http://personnel.ky.gov/NR/rdonlyres/AB2FB1B5-5BA3-4BAC-9495-E538417C5583/0/WeekSixImplementStrategies.pdf>

Week 7: Monitor, evaluate and Revise (Phase IV)

<http://personnel.ky.gov/NR/rdonlyres/110922A5-16B5-41CB-9003-D39CD98DAB44/0/WeekSevenMonitorEvaluateandRevise.pdf>

If you would like to work with any of our GSC consultants to further review workforce planning and / or strategic planning, feel free to contact GSC at 502.564.8170 or 502.564.7455. You may also contact GSC at <http://personnel.ky.gov/gsc/contact.htm>

As always, we are here to assist you at any time.

Yours in Service,
Personnel Cabinet
Governmental Services Center

Some of the information above also was taken from State of Connecticut Department of Administrative Services (June 23, 2008) http://www.das.state.ct.us/hr/WorkForce/WF_Tools_LL.asp

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